

**CORPORATE ASSET MANAGEMENT PLAN
2015 – 2016 UPDATE**



Table of Contents

Foreword.....	3
How Asset Management Links to the Council Plan.....	3
The Council’s Strategic, Financial and Asset Management Planning Framework	4
Asset Management Priority Links at a Glance	5
Key deliverables for 2015/2016	6
Improve Health and Well Being	6
Managed Growth	7
Building Stronger Communities	7
Deliver Value	8
Projects	6
1. UK Central	6
UKC Hub.....	6
Solihull Town Centre including Touchwood Expansion and Mell Square	6
Blythe Valley	6
Chelmsley Wood Town Centre	6
2. Powergen	6
3. Investing in North Solihull.....	6
4. Dickens Heath	7
5. Colocation of Services	7
6. Carbon Management	7
7. Maintaining Assets	7
8. The Investment Portfolio Review.....	8
9. Shared Services.....	8
Review of Project Progress for 2014/2015	9

Foreword

The Council has a wide range of land and property assets which have a current value in excess of £486M, including operational assets. The non-operational (investment) assets produce an annual income of approximately £4.5M.

In 2015 the Council adopted its Plan 2014-2020 with 4 Corporate Priorities:-

1. Improve Health and Wellbeing
2. Managed Growth
3. Build Stronger Communities
4. Deliver Value

The Council's land and property assets are the key to both delivery of Council services and these Corporate Priorities.

This Asset Management Plan summarises how the Council intends to use its land and property assets in accordance with the local plan and other policies and strategies to make a significant contribution to:

- a. Delivery of the 4 Council Priorities.
- b. Support improved service delivery.
- c. Continue to provide a significant revenue stream from a managed investment portfolio.
- d. Drive efficiency in both financial and environmental terms through major initiatives including investment in the operational estate and expansion of shared services.

How Asset Management Links to the Council Plan

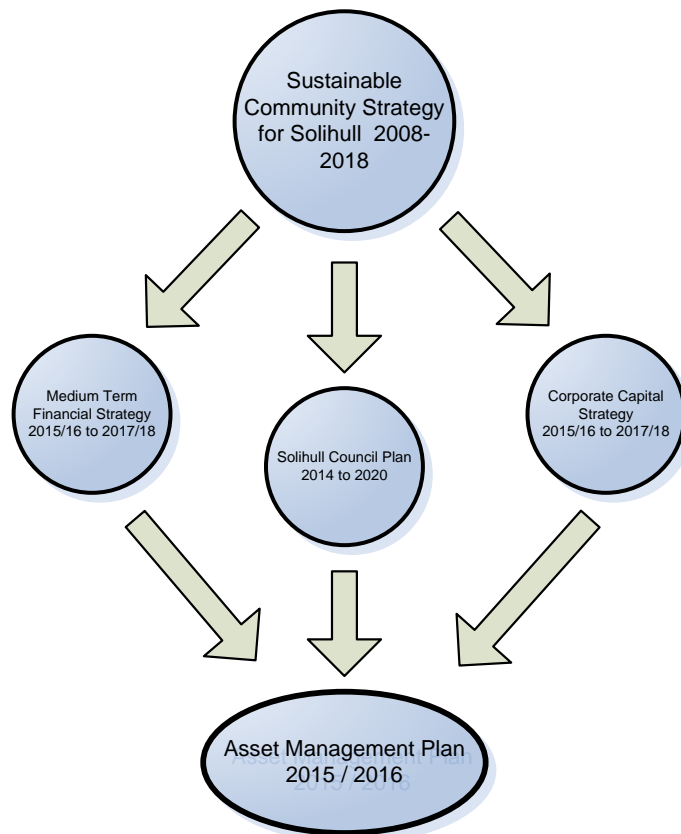
Improve Health and Well Being	Managed Growth
<ul style="list-style-type: none"> • Incorporation of new health clinic and primary care facilities in North Solihull Village Centre Developments. • Inclusion of affordable and special needs residential accommodation in development briefs for disposal sites. • Invest in extra care home assets and sites 	<ul style="list-style-type: none"> • Support development of a Growth Strategy for the UKC Hub. • Touchwood Expansion and improvements to Mell Square. • Deliver the regeneration of the Powergen Site. • Deliver revised masterplan for Blythe Valley Park. • Promote further redevelopment of Chelmsley Wood Town Centre.
Build Stronger Communities	Deliver Value
<ul style="list-style-type: none"> • Delivery of redeveloped Village Centres as part of investment in North Solihull. • Investing in North Solihull • Review assets to provide spaces for 2year old nursery provision 	<ul style="list-style-type: none"> • Deliver the re-design of the Council House premises to support the Touchwood expansion • Support agile working through the delivery of the new office accommodation at Chelmonds Cross • Investment Portfolio Review. • Carbon Management. • Colocation of Services. • Shared Services and Income generation. • Asset Maintenance.

The Council's Strategic, Financial and Asset Management Planning Framework

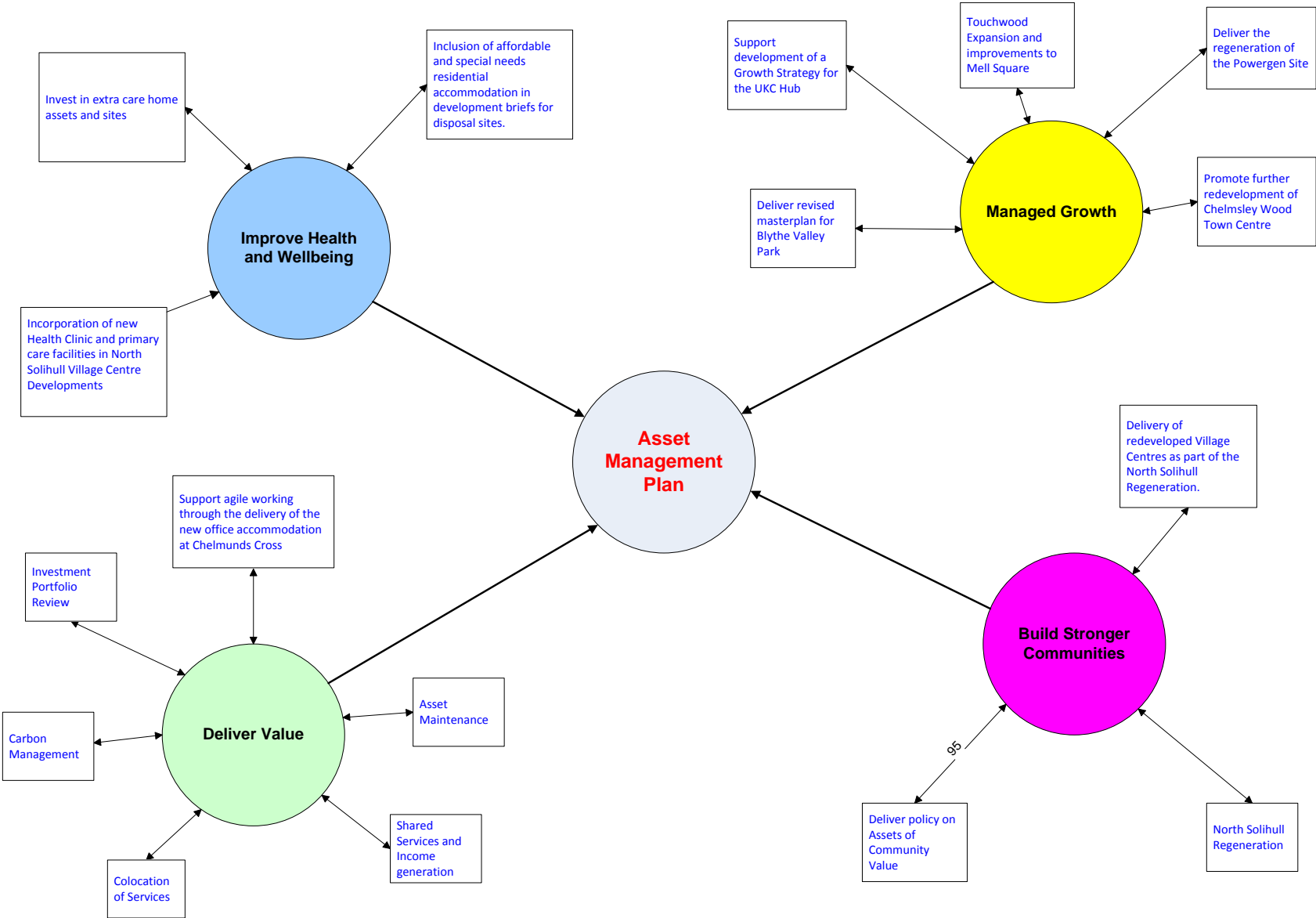
The Corporate Asset Management Plan forms an integral part of the Council's business management arrangements and is crucial to the delivery of efficient and effective services. The plan covers all Council land and property assets, with the exception of schools, housing stock and the transportation infrastructure, all of which have their own unique asset management planning frameworks and processes.

The following strategies and plans provide the framework within which members and officers make decisions about land and property assets and are the main drivers for the Council's Corporate Asset Management Plan.

1. The [Sustainable Community Strategy for Solihull 2008-2018](#) was prepared in consultation with the groups, organisations and individuals making up the Solihull Partnership and aims to ensure that Solihull in 2018 is a place where everyone has an equal chance to be healthier, happier, safer and prosperous – the Council's vision.
2. The [Council Plan 2014-2020](#) is the Council's key strategic document for identifying its vision, ambitions and priorities as well as the contribution to the shared vision for Solihull, as set out in the Sustainable Community Strategy.
3. These two crucial documents are underpinned by:
 - a. The [Medium Term Financial Strategy 2015/16 - 2017/18](#) which incorporates detailed savings proposals for each year to support the alignment of increasingly limited revenue and capital resources with the Council's main policy priorities and
 - b. The [Corporate Capital Strategy 2015/16 to 2017/18](#) which sets the policy framework for the development, management and monitoring of the capital programme.



Asset Management Priority Links at a Glance



Key deliverables for 2015/2016

Improve Health and Well Being

Project	Details	Target Date	Lead officer
Invest in care home assets	Complete development agreement on Powergen Site including Extra Care element	October 2015	Mike Swallow, Head of Strategic Land and Property msswallow@solihull.gov.uk
	Consider options for the redevelopment of Brookvale	October 2015	David Waterson Development Surveyor dwaterson@solihull.gov.uk
	Select development partner for site 5 Chelmunds Cross Village Centre	January 2016	David Waterson Development Surveyor dwaterson@solihull.gov.uk
	Progress redevelopment of Sunhaven and Coombes House	Ongoing	David Waterson Development Surveyor. dwaterson@solihull.gov.uk
Promote affordable and special needs housing through land disposals	Include in development briefs for North Solihull Sites in the business plan	2015/16	Adrian Stringer Corporate Land and Property Manager Adrian.stringer@solihull.gov.uk
Promote Health Developments as part of the North Solihull Village Centre Developments	Complete Chelmunds Cross Village Centre Medical Centre	December 2015	David Waterson Development Surveyor dwaterson@solihull.gov.uk
	Development Agreement entered into for Smiths Wood Medical Centre	April 2016	North Solihull Partnership

Managed Growth

Project	Details	Target Date	Lead Officer
UKC Hub	Progress the growth bid with Central Government	Ongoing	Andrew Reynolds UKC Programme Manager
	Progress Delivery model with HS2 and Landowners	Ongoing	Mike Swallow/Andrew Reynolds
Solihull Town Centre	Obtain planning permission for Touchwood and Council House refurbishment Seek Cabinet approval to a CPO	November 2015	Mike Swallow, Head of Strategic Land and Property msswallow@solihull.gov.uk
	Progress discussions with owners of Mell Square	Ongoing	Mike Swallow, Head of Strategic Land and Property msswallow@solihull.gov.uk
Blythe Valley	Report to Cabinet on revised masterplan and Development Agreement	January 2016	Mike Swallow, Head of Strategic Land and Property msswallow@solihull.gov.uk
Chelmsley Wood Town Centre	Promote further redevelopment of Chelmsley Wood Town Centre and take up discussions with new owners when identified.	Ongoing	Mike Swallow, Head of Strategic Land and Property msswallow@solihull.gov.uk

Building Stronger Communities

Project	Details	Target Date	Lead Officer
North Solihull Village Centres	Exchange Development Agreement for Chelmonds Cross Village Centre	November 2015	David Waterson Development Surveyor dwaterson@solihull.gov.uk
	Develop masterplan for Kingshurst Village Centre	March 2016	Mike Swallow, Head of Strategic Land and Property msswallow@solihull.gov.uk
North Solihull Regeneration	Deliver residential sites in accordance with the North Solihull Partnership Business Plan	2015/2016	Adrian Stringer Corporate Land and Property Manager Adrian.stringer@solihull.gov.uk
	Deliver phase 4 of the Schools Capital Programme	ongoing	Anthony Watson Service Manager Capital Development awatson@solihull.gov.uk
Nursery Provision	Identify further assets to provide the required number of under 2 year old nursery provision.	ongoing	Anthony Watson Service Manager Capital Development awatson@solihull.gov.uk

Deliver Value

Project	Details	Target Date	Lead Officer
Agile Working	Obtain planning approval for the Council House redesign	November 2015	Sarah Comley Programme manager sarahcomley@solihull.gov.uk
	Identify decant options	January 2016	
Investment portfolio Review	Continue investment portfolio review	Ongoing	Adrian Stringer Corporate Land and Property Manager Adrian.stringer@solihull.gov.uk
Carbon Management	Prepare quarterly carbon data monitoring reports for 2015/16 and report to Carbon Management Board.	September 2016	Paul Evans, Head of Corporate Property Services pevans@solihull.gov.uk
	Submit Carbon Reduction Commitment data (government return)		
Colocation	Continue to identify opportunities to co-locate the delivery of council and partnership services. Achieve a £500k savings target attached to this to be achieved by the 2016/17 financial year.	31 Mar 2016	Julie Cooper, Corporate Finance Manager, jjcooper@solihull.gov.uk
Shared Services	Nuneaton and Bedworth Borough Council extend the existing contract for a further 3 years	April 2016	Paul Evans, Head of Corporate Property Services pevans@solihull.gov.uk
	Commence and support Sandwell Council with mobilisation arrangements on joining PST's R&M Partnerships.	November 2015	
	Continue to follow up leads from other Public Sector Organisations to work collaboratively within the Property Services Partnering arrangements - Annual update report to Resources Cabinet	July 2016	

Projects

The Council will use its land and property assets to support delivery of the 4 Corporate Priorities in the Council Plan. The key projects/initiatives outlined below are being progressed during 2015/16.

1. UK Central

Following work undertaken in 2012/13 recognising the importance of and economic opportunities within the M42 corridor in Solihull, the UK Central strategic economic framework was launched. This recognises four growth areas:

UKC Hub

The UKC Hub adjacent to the Airport, NEC, Jaguar Land Rover and Birmingham Business Park is recognised as a key economic driver with the proposed HS2 Interchange Station. Following entering into a cooperation agreement with the other landowners in the Hub site, the Council has submitted a HS2 Growth Strategy with a number of major “asks” to Central Government.

Solihull Town Centre including Touchwood Expansion and Mell Square

Following entering into a Development Agreement with the owners of the existing Touchwood Shopping Centre to deliver an extension of the Shopping Centre in Solihull planning application was submitted in July. Subject to outcome of this and a potential compulsory purchase order, a start on site is programmed for the end of 2016.

In tandem with delivery of the extension, the Council’s Building Design Group has submitted a planning application for a major refurbishment of the retained Church Hill House Offices.

The Council continues to have discussions with the new owners of the Mell Square shopping area on a series of initiatives to improve and redevelop the area and potential restructure of the existing lease arrangements with IM Properties.

Blythe Valley

Following the purchase of the Park by IM Properties from the liquidators, the Council is working with the new owners on a masterplan which will give a framework for delivery of the range of uses identified in the Local Plan.

Chelmsley Wood Town Centre

See project 3 below for how this fits in with the larger regeneration project.

2. Powergen

Solihull Council, Shirley Advance and ASDA have agreed terms for a Development Agreement to deliver masterplan for the redevelopment of the former 'PowerGen' site at the junction of Stratford Road and Haslucks Green Road in Shirley. Following consultation on the masterplan, a planning application is due to be submitted shortly and a start on site is programmed to commence in early 2016.

3. Investing in North Solihull

Using its land and property assets, the Council continues to support the Investing in North Solihull Business Plan through delivery of residential sites and completion of the school capital programme. With its land holdings within and adjacent to Chelmsley Wood Town Centre and surrounding Village

Centres the Council will continue to promote further redevelopment of these areas as part of the wider investment in North Solihull. The University Technical College, on which construction has started is close to the Chelmsley Wood Town Centre and will be considered as part of the ongoing masterplan work for the Chelmsley Wood Town Centre.

4. Dickens Heath

Following negotiations with the Liquidators for Dickens Heath Village Centre the outstanding infrastructure works have now been completed and a start on the final phase of the Village Centre is planned for this autumn.

5. Colocation of Services

The Council's Property Services Team has now co-located with their partnering contractors at 3 The Green Shirley. This gives the partnership the opportunity to grow the business further and accommodate the appropriate resources. The Council is looking to co-locate the delivery of council and partnership services in a particular geographical area of the Borough from either one main location, and/or from a reduced number of buildings where there are clear business benefits from doing so and where the customer experience will be enhanced as a result.

The outcome will be local services being provided to the customer from a location and buildings which are fit for purpose and fit for the future needs in that area.

There is a £500k savings target attached to this to be achieved by the 2016/17 financial year.

6. Carbon Management

The Council's Property Services Team (PST) will continue to support the School Assets Support Team (SAST) with the implementation and development of the Schools Carbon Reduction Programme, in conjunction with the Carbon Trust. The PST are also implementing and further developing the Corporate Carbon Reduction Programme at Corporate Council Buildings. Further support will be provided in the 2015/16 programme by raising awareness at workshops and through the various energy reduction projects being undertaken.

The latest Carbon Reduction Commitment data was submitted to the Council's Internal Audit and then to Central Government in July 2015. Updates are presented quarterly to the Carbon Management Board.

7. Maintaining Assets

The key operational and strategic priorities for Maintaining Assets in 2015/16 are:

- The regular review and development of the Council's asset management and capital planning arrangements, in conjunction with Service Directorate managers, and the on-going implementation and development of the AMP.
- A 'whole life costing' review of Council buildings has commenced and reports taken to the Joint Asset Management and co-location project board in July and September 2015. Further work is now being undertaken to determine and implement the revised the 10 year building and mechanical and electrical maintenance and repairs programme.

In 2015/16 PST will continue to provide maintenance and repair services for the majority of former Secondary Schools within the borough that have converted to Academies. They have also secured a number of similar maintenance and repair services contracts with an increasing number of Academies outside of the borough, which has increased from 21 to 40 in the last 12 months.

8. The Investment Portfolio Review

The Council has a varied portfolio of land and property assets including commercial investments and a considerable number of non-operational assets within the Borough's town centres and rural areas.

During 2015/16, the Property Team will continue to review the Council's land and property portfolio with a view to providing:

- A fit for purpose 'grade A' investment portfolio
- Clearly defined redevelopment opportunities where assets will contribute to delivery of the Council's Corporate priorities.
- Subject to Cabinet approval a disposal programme of surplus assets which do not fall within the above categories.

9. Shared Services

PST will continue to promote its services through the two 'Out of Borough' partnering arrangements, sub-regionally and nationally to other public organisations. In the last 2 years this has generated significant income for the Council to assist the short to medium term financial targets.

During 2015 the Council's Solihull Community Housing and Walsall Council have agreed a Service Level Agreement to work with the PST to deliver repairs and maintenance services to their domestic homes and corporate properties respectively.

The PST has commenced negotiations with Nuneaton and Bedworth Borough Council in order to extend the existing contract for a further 3 years. The contract has a turnover of approximately £1M per annum and will generate fees to be in the region of £115K.

Discussions are continuing with Sandwell Metropolitan Borough and Tamworth Borough Council's over potential opportunities to collaborate over the delivery of a range of maintenance and repair services from October/November 2015 for a 3 year and 7 year period respectively.

During 2015/16 the PST and Partners will be presenting the Partnership model, and looking to collaborate further over the delivery of a range of maintenance and repair services with Cherwell, West Sussex, Amber Valley and Armagh City, Banbridge and Craigavon Council's. These leads if successful could result in further turnover for the Partnership in the region of £4M to £6M per annum and generate income in the region of £400K to £600K in income.

Review of Project Progress for 2014/2015

1. Improve Health and Well Being		
Project	Progress	Commentary
Smiths Wood Home Group Development	Completion of the new Home Group development at Smiths Wood Village Centre being delivered in conjunction with the ASC Commissioning Team	Completed
Smiths Wood Medical Centre	Confirm scheme content and funding arrangements with NHS property Services and NSP	Delayed due to the requirements from CCG to be finalised
Chelmunds Cross Village Centre	Commence construction of the new health centre, with GP surgery, dental practice and pharmacy	Completed
Redevelopment of Sunhaven and Coombes House	Select the preferred developer for the delivery of high quality exemplar Extra Care provision for older people and a supported accommodation service for people with a learning disability which will provide an alternative to registered residential care.	<p>On 18 September 2014 Full Cabinet approved the recommendations of the Council's Strategic Land Advisors, CBRE, on the outcome of Stage 2 of the marketing and disposal process for the redevelopment of the former sites of Sunhaven and Coombes House for Extra Care provision.</p> <p>Subject to planning permission and all other necessary consents, Cabinet approved in principle the proposals received from the recommended preferred developer, and authorised officers to enter into further negotiations with them to agree the final terms for a Development Agreement and for the leasehold disposal of the land at Solihull Lodge; and delegated to the Directors of Resources and Adult Social Services, acting in consultation with the Cabinet Member for Economic Development and Land and the Cabinet Member for Health and Wellbeing, authority to enter into the Development Agreement with the preferred developer on the agreed final terms.</p>

Project	Progress	Commentary
University Technical College (UTC)	Commence the consultation, planning and design stages for the proposed WMG Academy for Young Engineers Solihull in the North of the Borough, following the Department for Education programme entry approval	Consultation and design stages completed. DfE funding agreed. Proposals received. Planning permission in May. On schedule for September 2016 opening.

2. Managed Growth		
Project	Progress	Commentary
UK Central	Support production of an interim Growth Strategy. Support production of an interim Growth Strategy.	Complete
	Support production of the final Growth Strategy	Complete
Touchwood Extension	Exchange Development Agreement	Exchanged October 2014
	Submit planning applications for both Touchwood Extension and refurbishment of the Council House.	Delayed, submitted July 2015
Powergen	Carry out masterplan consultation and submit planning application for redevelopment scheme	Delayed , planning application due to be submitted October 2015
Blythe Valley Park	Work with asset managers on revised masterplan for the Park	The vision document was approved in September 2015

3. Building Stronger Communities		
Project	Progress	Commentary
Assets of Community Value	Continuing to assist community groups with applications for listing of assets and processing of any new right to bid applications	All community groups requiring assistance were helped and best practice was shared with other authorities
Community Asset Transfer	Continuing to work with partners and community groups to maximise the use of the Council's assets for the benefit of the local community	Ongoing project - In 2014/15 To assist the VCS with their aspirations around CAT, business support is being secured through the review of Infrastructure Support Services Contract /Retender.
Investing in North Solihull	The delivery of six further sites in North Solihull sites in accordance with the agreed Partnership business plan.	The NSP business plan revised the target to 4 site disposals which were successfully delivered
Travellers Site	Damson Parkway – Complete letting of completed site	Marketing exercise did not result in selection of suitable arrangements. The site has been remarketed and will potentially be occupied in December 2015

4. Deliver Value		
Project	Progress	Commentary
Asset Review	Review the Councils land and property portfolio to provide a fit for purpose 'grade A' investment portfolio, clearly defined redevelopment opportunities and a disposal programme of surplus assets. Commence delivery of outcomes from review	Review ongoing
Agile Working	Formalise an 'Agile Working' policy to ensure that the Council's staff are informed/equipped to work in a more efficient and responsive way in order to deliver the Council's four main key priorities.	An agile working overview policy has been developed and incorporates the following: <ul style="list-style-type: none"> (i) Agile Working Definitions (ii) Agile Working Principles (iii) Worker Types (iv) Policy Details (v) Protocols

		<ul style="list-style-type: none"> (vi) Working From Home (vii) Procedure (viii) Responsibilities of Managers (ix) Responsibilities of Employees (x) Training and Development (xi) Agile Working Managers Checklist (xii) Associated Policies, Procedures and Practices <p>The policy was ratified by the Agile Working Board (June/July 2015)</p>
	<p>The Agile Working Board has begun to consider the groups/teams that need to be clustered together and at which locations in order to maximise working synergies. This project is on-going and subject to change depending on the changing needs of the Council.</p>	<ul style="list-style-type: none"> (i) There are several areas of work being undertaken to ensure that where there are internal synergies, teams are co-located for the de-cant and final redesign phases (ii) As at June 2015, a de-cant strategy has been formulated to determine which teams will be re-located to a central Solihull location (iii) The Corporate Leadership Team has 'signed off' the proposed location of Directorates and Teams for each floor of the re-designed Council House
<p>Asset Management</p>	<p>The regular review and development of the Council's asset management and capital planning arrangements, in conjunction with Service Directorate managers, and the on-going implementation and development of the AMP.</p>	<p>Work ongoing</p>
<p>Carbon Management</p>	<p>PST will continue to support the School Assets Support Team (SAST) with the implementation and development of the Schools Carbon Reduction Programme, in conjunction with the Carbon Trust.</p>	<p>Data reported to Carbon Board 9th February 2015.</p> <p>Corporate properties reduction of 3% and schools & Academies 10% on same quarter last year. Display energy certificates progressing as per programme.</p>
<p>Colocation</p>	<p>To co-locate the delivery of council and partnership services in a particular geographical area of the Borough from either one main location, and/or from a reduced number of buildings. A £500k savings target is attached for the 2016/17 financial year.</p>	<p>So far against the target of £500k, £400k has been identified – this is made up as follows:</p> <ul style="list-style-type: none"> • Childrens Centres - £300k • Library Square project - £100k • Potential for a further £25k from Public Health <p>For the remaining £75 - £100k – ideas for delivery include the following:</p> <p>The 5th floor of the Council House which may be surplus and could therefore be used to relocate staff from other premises thus releasing a saving or by renting it out. Other potential sources of savings could include work that is</p>

		ongoing with Health, Police and other public sector partners as part of the Solihull Together work. It was agreed to keep all these options on the list and review on a monthly basis as part of the joint asset management and co-location board meeting agendas going forward.
Property Data	The DCLG Local Government Transparency Code 2014 makes it mandatory to publish data for all of its property holdings. SMBC need to cleanse and publish the data held within the various property information systems by August 2015.	The DCLG brought forward the deadline to February 2015 for publication, however all property data was published within the required timescales
Shared Services	Consolidation of the work that has taken place with SCH, Coventry City and Sandwell Metropolitan Borough Council's to collaborate over the delivery of property maintenance and repairs and to explore other possible shared F&AM service opportunities.	SLA completed for the whole of Birmingham City, agreed and signed Dec 2014. PST continues to work with both Walsall MBC and Sandwell MBC to produce SLA's. SLA document agreed and signed with Walsall mobilisation process completed for 3 to 4 year contracts from April 2015. Sandwell SLA completed and signed in August 2015 with mobilisation for Oct 2015 start PST Continuing work in Year 3 for Nuneaton & Bedworth, Solihull NHS property Services and Coventry / Warwickshire NHS. Agreement That Coventry City Council will no longer take the opportunity to collaborate with the PST partnering model
	Develop a marketing Strategy and continue to market the PST's building services and mechanical and electrical services partnering contracts with other local authorities and public sector organisations.	Marketing plan produced October 2015.

